



CALIFORNIA HIGH SPEED RAIL AUTHORITY

Organizational Conflict of Interest Policy

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	<u>Name</u>	<u>Date</u>	<u>Signature</u>
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CALIFORNIA HIGH-SPEED RAIL AUTHORITY

DRAFT ORGANIZATIONAL CONFLICT OF INTEREST POLICY

I. Purpose

This Organizational Conflict of Interest Policy (“Policy”) prescribes ethical standards of conduct applicable to persons and entities entering into contracts with the California High-Speed Rail Authority (“Authority”) as authorized by Section 185000 et seq. of the California Public Utilities Code, and applies to subcontractors as well as prime contractors. This Policy is supplemental to the Authority’s general Conflict of Interest Code and does not modify or supersede any requirements contained in that Code.

This Policy is intended to accomplish the following goals:

1. Promote integrity, competitiveness and fairness in the Authority’s procurements and contracts;
2. Prevent bidders and proposers from obtaining or appearing to obtain an unfair competitive advantage with respect to the Authority’s procurements and contracts;
3. Provide guidance to enable contractors to make informed decisions while conducting business with the Authority; and
4. Protect the Authority’s interests and confidential and sensitive information concerning the High-Speed Rail (“HSR”) Project.

This Policy neither purports to address every situation that may arise in the context of the Authority’s procurements and contracts, nor to mandate a particular decision or determination by the Authority. The Authority retains the ultimate and sole discretion to determine on a case-by-case basis whether an Organizational Conflict of Interest (as defined below) exists and what actions may be appropriate to avoid, neutralize or mitigate any actual or potential Organizational Conflict of Interest or the appearance of any such Organizational Conflict of Interest.

The California Board for Professional Engineers and Land Surveyors provides additional guidance and has established conflict of interest rules applicable to those professionals licensed by the Board (see California Code of Regulations, Title 16, Division 5, Article 4, Sections 475 and 476). These rules require full disclosure when a licensee has any business association or financial interest that may influence his or her judgment in connection with the performance of professional services and when a licensee provides professional services for two or more clients on a project or related project.

Attachment A hereto identifies certain hypothetical situations involving potential conflicts of interest and how they would be resolved under this Policy.

II. Definitions

1. An **"Affiliate"** of a Contractor is:
 - A. Any shareholder, member, partner or joint venture member of the Contractor,
 - B. Any person or entity which directly or indirectly through one or more intermediaries controls, or is controlled by, or is under common control with, the Contractor or any of its shareholders, members, partners or joint venture members; and
 - C. Any entity for which ten percent or more of the equity interest in such entity is held directly or indirectly, beneficially or of record by (i) the Contractor, (ii) any of the shareholders, members, partners or joint venture members of the Contractor, or (iii) any Affiliate of the Contractor under clause (b) of this definition.

For purposes of this definition the term "control" shall mean the possession, directly or indirectly, of the power to cause the direction of the management of an entity, whether through voting securities, by contract, family relationship or otherwise.

2. **"Contractor"** means any individual or legal entity retained by the Authority to perform work on the HSR Project, or proposing to perform such work, including joint venture members and general partners of any such entity; any subcontractor of such individual or legal entity (at all tiers); and each individual employee of such individual, legal entity or subcontractor.
3. **"Consultant"** means a Contractor performing professional or consulting services for the Authority or proposing to perform such services. The term includes, without limitation, any person or legal entity practicing the profession of architecture, landscape architecture, engineering, environmental services, land surveying, or construction project management.
4. **"Organizational Conflict of Interest"** means a circumstance arising out of a Contractor's existing or past activities, business or financial interests, familial relationships, contractual relationships, and/or organizational structure (i.e., parent entities, subsidiaries, Affiliates, etc.) that results in (i) impairment or potential impairment of a Consultant's ability to render impartial assistance or advice to the Authority or of its objectivity in performing work for Authority, (ii) an unfair competitive advantage for any bidder or proposer with respect to an Authority procurement; or (iii) a perception or appearance of impropriety with respect to any of the Authority's procurements or contracts or a perception or appearance of unfair competitive advantage with respect to a procurement by the Authority (regardless of whether any such perception is accurate).

5. **“Project Section”** means each of the sections of the High-Speed Rail Project which are currently being studied in the draft Environmental Impact Report/Environmental Impact Statement (EIR/EIS) process, as such sections may be modified during the CEQA/NEPA process. The sections are currently identified as:

- San Francisco – San Jose
- San Jose – Merced
- Merced – Fresno
- Fresno – Bakersfield
- Bakersfield – Palmdale
- Palmdale – Los Angeles
- Los Angeles – Anaheim
- Los Angeles – San Diego
- Sacramento – Merced
- Altamont Corridor

Certain of the Authority’s contracts may include services that apply to multiple Project Sections, for example for trackwork and systems, or may include general services to the Authority that do not apply to any particular Project Section. For such contracts, all Consultants will be subject to the requirements of Sections VII(2) or VIII(1), as appropriate.

6. **“Procurement Services”** mean services provided by a Consultant for the benefit of the Authority relating to any or all of the following:

- A. Development of procurement strategy and/or approach to risk allocation;
- B. Development and preparation of requests for qualifications, requests for proposals, invitations for bids and other procurement documents, including development of contract documents and technical specifications;
- C. Development of evaluation criteria, process or procedures;
- D. Administration of a procurement;
- E. Evaluation of bidder/proposer submittals (e.g., qualification submittals, proposals, etc);
- F. Negotiation of a contract; and
- G. Advising the Authority in any other aspect of the procurement.

III. Applicability

1. This Policy applies to all Contractors that have entered into, or wish to enter into, contracts with the Authority.
2. To the extent that the Authority has previously consented in writing to performance of work by a Contractor that would not have been permitted under this Policy, adoption of this Policy does not modify or alter the prior consent. The foregoing does not, however, mean that the Authority is required to consent to Contractor's participation in future proposals or contracts.

IV. Federal Requirements

The Authority must comply with the Federal Railroad Administration requirements and United States Department of Transportation regulations applicable to federally funded procurements and contracts, including the requirements of 49 CFR § 18.36. Nothing in this Policy is intended to limit, modify, supersede or otherwise alter the effect of other relevant federal, State, or local regulations, statutes or rules.

V. Organizational Conflicts of Interest Disclosure

1. Obligation to Disclose

Any Contractor having or potentially having an Organizational Conflict of Interest shall promptly disclose the matter to the Authority at:

The office of the Chief of Staff/Chief Deputy Director; presently being Mr. Chris Ryan.
770 L Street, Suite 800,
Sacramento, CA 95814

The procurement documents or contract may provide an alternative process for disclosure, in which case the alternative process shall control over the process described herein. The failure to disclose any actual, perceived or potential Organizational Conflict of Interest may result in serious consequences to the Contractor and its Affiliates.

Upon receipt of a disclosure, the Authority will review the matter and make a determination, in accordance with this Policy, as to whether the particular Contractor or bidder/proposer has an Organizational Conflict of Interest with respect to its participation in a procurement or performance of a contract with the Authority. The Authority's decision on the matter shall be final and binding and shall not be subject to appeal.

An Organizational Conflict of Interest may arise at any time, and a Contractor's obligation to disclose is ongoing. Contractors participating in contracts with the Authority and bidders/proposers for Authority contracts shall use all reasonable efforts to arrange their affairs so as to prevent Organizational Conflicts of Interest from arising. Contractors should undertake reasonable due diligence, including necessary conflict searches, to determine whether new actual, perceived or potential Organizational Conflicts of Interest have arisen. Each

Contractor shall consider whether disclosure is required in connection with new hires, changes in the company's board of directors, mergers, and new business relationships including joint ventures and contractor/subcontractor relationships. Consultants whose responsibilities to the Authority include review, supervision or oversight of work by other entities should pay careful attention to their relationships with the other entities and their Affiliates and should take care to avoid relationships with such other entities that would give rise to an Organizational Conflict of Interest. Due diligence should extend to investigation of past relationships and, if the Contractor is a corporate entity, to officers or directors of the Contractor. A Consultant shall not be the Authority's agent for review, approval, or acceptance of its own work product. If a Contractor becomes aware of an actual, perceived or potential Organizational Conflict of Interest at any time during its participation in a procurement or performance of a contract, the Contractor shall promptly disclose the matter as described herein.

2. Failure to Comply

If the Authority determines, in its sole discretion, that a Contractor has failed to comply with this Policy in any respect (including any failure to disclose an actual, perceived or potential Organizational Conflict of Interest), the Authority may, among other things, take the following actions:

- A. Preclude and/or disqualify the Contractor and its Affiliates, as well as any other persons or legal entities on the Contractor's team, from participation in the Authority's procurements;
- B. Require the Contractor and its Affiliates, as well as any other persons or legal entities on the Contractor's team, to implement mitigating measures;
- C. Cancel or amend the contract under which the Contractor is performing work for the Authority; and/or
- D. If the Contractor was or should have been aware of and failed to disclose an Organizational Conflict of Interest prior to award of the contract, terminate such contract for default.

If the Authority cancels a contract as specified above, it will have no obligation, responsibility or liability to reimburse all or part of the costs incurred or alleged to have been incurred by the Contractor, its Affiliates or other team members. Additionally, the Authority shall be entitled to recover any and all payments made to the Contractor subsequent to the date when the Contractor became aware of or should have become aware of the existence of the Organizational Conflict of Interest.

VI. Conflict of Interest Standards Applicable to Environmental Consultants

This Section VI applies only if the Authority issues a request for proposals or other procurement document prior to certification of a final CEQA document and issuance of a Record of Decision under NEPA for the Project Section that is the subject of the procurement. In such event, no Consultant responsible for preparation of the CEQA or NEPA document for that Project Section

may submit or participate on a team submitting a proposal for the Authority contract in question, and no Affiliate of such a Consultant may submit or participate on a team submitting such a proposal. “Preparers” include Consultants that are responsible for drafting substantive analysis and impact conclusions (for lead agency independent review) in the environmental document, including but not limited to the environmental consequences of the proposed action. Tasks that may be undertaken by a subconsultant to a preparer without itself being considered a “preparer” include design and engineering activities for the purposes of (1) defining the project alternatives and completing the NEPA/CEQA alternatives analysis and review process; (2) complying with other related environmental laws and regulations; and (3) supporting agency coordination, public involvement, permit applications, or development of mitigation plans. Each subconsultant that is not considered a “preparer” will be subject to the requirements specified in Sections VII and VIII. The Authority has full discretion to determine whether a particular subconsultant will be considered a “preparer” for purposes of this Section VI. The Authority’s decision on the matter shall be final and binding and shall not be subject to appeal.

VII. Restrictions Affecting Consultants Joining Design-Build Teams

1. Procurement Consultants

No team submitting a proposal for an Authority design-build contract (referred to herein as Contract A) may include any Consultant that provides or has provided Procurement Services for Contract A. Furthermore, no team submitting a proposal for Contract A may include (i) any Consultant that provides or has provided Procurement Services (other than development of technical specifications or review and evaluation of technical submittals) for any other Authority design-build contract (referred to herein as Contract B) within 12 months before the proposal due date for Contract A or (ii) any Affiliate of such a Consultant. If the Consultant participated in review or evaluation of technical submittals relating to Contract B during the 12-month period preceding the proposal due date for Contract A, the Consultant may participate on the proposing team for the procurement for Contract A only if the proposer and Consultant implement safeguards and mitigation measures deemed appropriate by the Authority, to ensure that the proposing team does not (a) include any of the individuals who performed Procurement Services or (b) have access to any information obtained by any such individuals in performance of Procurement Services.

2. Consultants Providing Services for the Same Project Section

- A. Except as provided in Sections VII(2)(B) and (C) below, no team submitting a proposal for a Project Section design-build contract may include (i) any Consultant that provides or has provided professional or consulting services to the Authority with respect to the same Project Section or (ii) any Affiliate of such a Consultant.
- B. Subject to Sections VI and VII(1), a Consultant that has provided professional or consulting services for a Project Section may submit a request to the Authority to permit the Consultant or its Affiliate to participate on a design-build team for the same Project Section. Upon receipt of such request, the Authority will consider the factors set forth in Section IX and may, in its sole discretion, provide written authorization allowing such a Consultant or its Affiliate to participate on the team, subject to implementation of safeguards and mitigating measures deemed appropriate by the Authority. If the request for approval involves a subconsultant to the preparer of the CEQA/NEPA document for the Project Section, the Authority will allow the subconsultant to participate on a design-build team only if the CEQA/NEPA document is complete or the Authority is willing to release of the subconsultant from further responsibilities with respect to the CEQA/NEPA document. The Authority has no obligation to authorize a CEQA/NEPA subconsultant to participate on a design-build team or to agree to release the subconsultant from its responsibilities relating to the CEQA/NEPA document. The Authority's decision shall be final and binding and shall not be subject to appeal.
- C. Subject to Sections VI and VII(1)) and full disclosure of all actual or potential organizational conflicts as required herein, a Consultant (and/or its Affiliates) may participate in a design-build team without written authorization under Section VII(2)(B), if all of the following conditions are satisfied as of the date of issuance of the request for proposals for the design-build contract: (i) all services to be performed by such Consultant and its Affiliates with respect to the relevant Project Section have been fully completed, (ii) all relevant contracts with the Consultant and Affiliates have been terminated or the Authority has stated in writing that no further services will be required of the Consultant or its Affiliates under said contracts, and (iii) the Authority has stated in writing that the relevant work product of the Consultant and its Affiliates will be made available to all of the design-build teams.

3. Consultants Providing Services on a Different Project Section

Except as otherwise provided in Sections VI and VII(1), a team submitting a proposal for a Project Section design-build contract may include (i) a Consultant

that has not provided services on the Project Section in question but is providing (or has completed) services on a different Project Section and/or (ii) Affiliates of such a Consultant. In certain cases, the Consultant may be considered to have performed work on a Project Section because of overlapping limits, interfaces or coordination efforts between Project Sections, or because the Consultant provided general services to the Authority, or because an Affiliate has performed work on the Project Section in question. Under such circumstances, the Consultant must obtain permission under Section VII(2)(B) before it (or its Affiliate) may join a design-build team.

VIII. Conflict of Interest Standards Applicable to Consultants Desiring to Participate in New Procurements (Other Than Design-Build Procurements)

This Section VIII does not apply to Consultants wishing to participate in the Authority's design-build contracts. Refer to Section VII above for requirements that apply.

1. Consultants Providing Services for the Same Project Section

- A. Except as provided in Sections VIII(1)(B) and (C) below, no Consultant may submit or participate in a proposal or bid for a contract to the Authority for a Project Section if the Consultant or any Affiliate of the Consultant is currently actively engaged in or has previously provided professional or consulting services to the Authority with respect to that same Project Section.
- B. A Consultant subject to Section VIII(1)(A) may submit a request to the Authority to permit the Consultant or its Affiliate to submit or participate in a proposal or bid for a new contract for the same Project Section as the original contract, except that no such request may be made (i) if Section VI applies or (ii) if the Consultant or Affiliate provided Procurement Services with respect to the current procurement. Upon receipt of such request, the Authority will consider the factors set forth in Section IX and may, in its sole discretion, provide written authorization allowing such a Consultant or its Affiliate to participate on the team, subject to implementation of safeguards and mitigation measures deemed appropriate by the Authority.
- C. Except as otherwise provided in Section VI, a Consultant subject to Section VIII(1)(A) may submit or participate in a proposal or bid for a new contract without written authorization under Section VIII(1)(B), if all of the following conditions are satisfied as of the date of issuance of the request for proposals or other procurement document for the contract: (i) all services to be performed by such Consultant and its Affiliates with respect to the relevant Project Section have been fully completed, (ii) all relevant contracts with the Consultant and Affiliates have been terminated or the Authority has stated in writing that no further services

will be required of the Consultant or its Affiliates under said contract, and (iii) the Authority has stated in writing that the Consultant's and Affiliate work product under the original contracts will be made available to all of the proposers.

2. Consultants Providing Services on a Different Project Section

A Consultant (or its Affiliate) may propose or participate in a proposal for a Project Section contract even though the Consultant is providing (or has completed) professional or consulting services for a different Project Section. In certain cases, the Consultant may be considered to have performed work on a Project Section because of overlapping limits, interfaces or coordination efforts between Project Sections, or because the Consultant provided general services to the Authority, or because an Affiliate has performed work on the Project Section in question. Under such circumstances, the Consultant must obtain permission under Section VIII(1)(B) before it (or its Affiliate) may submit or participate in a proposal.

IX. Organizational Conflict of Interest Factors to Consider

The Authority will consider the following relevant factors, including case-specific factors, in determining whether a Contractor should be permitted to participate or to continue to participate in a procurement or the performance of a contract:

1. Relevance or Materiality of the Information

- A. This factor may include considering whether the Contractor has in its possession information that will not and should not be made public or disclosed to other participants in the procurement, as the case may be, or that will give an unfair advantage to the Contractor, including the following:
 - (i) Planning, budgetary, or business information
 - (ii) The Authority's strategies, tactics, plans, alternatives or other inside information concerning the procurement; or
 - (iii) Information prepared for use by the Authority for the purpose of evaluating proposals, for defining the scope of the work, or for determining terms, conditions or specifications.
- B. This factor may include considering the "age" of the information, including whether the length of time between the acquisition of the information, combined with interim developments within a project (e.g., transaction structure, design, etc.), is sufficient to render the information irrelevant, immaterial, or of little or no value.
- C. This factor may include considering the extent to which the information is or will be available to other participants in the procurement and the time

other participants had or will have to analyze and assimilate the information.

2. Materiality of the Relationship

- A. This factor may involve considering whether the subject relationship involves branch offices or a parent company of the Contractor, and the degree of separation of work teams and information between the offices and companies.
- B. This factor may include considering the substance of a subject relationship, including whether the relationship is so indirect or remote that an actual or perceived Organizational Conflict of Interest is sufficiently mitigated (e.g., no effective risk of passing or use of confidential information or bias in the discharge of functions).

3. Resources and Expertise

- A. This factor may include considering the expertise required to undertake the subject work and the availability of suitably qualified and skilled Contractors.
- B. This factor may include considering the magnitude of the resources required to deliver a Project Section in a timely manner.
- C. This factor may include disclosing these exigencies in a competitive process, including to any relevant governing association or body to obtain its concurrence.

4. Professional Governing Body Rules - Common Law

- A. This factor may include considering the rules that are put in place by professional or other governing bodies regarding actual and perceived Organizational Conflicts of Interest and determining whether delivery of a certification or acknowledgement by a prospective Contractor or Contractor of its compliance with any such rules would be sufficient mitigation.
- B. This factor may include obtaining the advice of any such professional or governing body to the participation of a Contractor.
- C. This factor may include considering the case law relevant to Organizational Conflicts of Interest matters.

X. Safeguards and Mitigation Efforts

If the Authority, after considering the relevant factors set forth in Section IX above, including case-specific factors, is of the view that a Contractor should be permitted to participate or to continue to participate in a particular procurement or contract, then the Authority, in its sole discretion, may require the Contractor to implement suitable

safeguards, including those described below, to mitigate any Organizational Conflict of Interest.

1. The Authority may require a Contractor to establish ethical walls and related safeguards and procedures, including the segregation of individuals and information within a Contractor firm or company, thereby allowing the Contractor firm or company to participate or continue to participate in the HSR Project.
 - A. Segregated individuals may include those persons who were involved in an earlier phase or in work associated with or relevant to a specific Project Section.
 - B. Segregated information may include confidential information obtained as a result of a Contractor's or prospective Contractor's former contracts with the Authority or confidential information obtained from former or current Authority employees.
2. The Authority may require assurances or demonstration of the type of ethical walls and the effectiveness of the ethical walls.
3. The Authority may require information (including in affidavit form) as to when ethical walls were put into place, how they operate, and whether there is any form of notification within the subject firm or company of their existence.
4. The Authority may audit, or direct others to audit on its behalf, for compliance with ethical walls and related safeguards and procedures.
5. The Authority may require such other safeguards or mitigation measures as it deems appropriate to address a specific instance of an Organizational Conflict of Interest.

XI. Application of Policy to Employees

If the Authority determines that a potential or actual Organizational Conflict of Interest exists for a particular Contractor, an Organizational Conflict of Interest shall also be considered to apply to any employee of such Contractor that has participated in a material way in the performance of work giving rise to the determination. If such individual leaves the Contractor's employment, the potential or actual Organizational Conflict of Interest shall apply to such individual in the same manner as it applies to the Contractor. However, the individual's new employer (if not an Affiliate of the original employer) will not be considered to have an Organizational Conflict of Interest provided the new employer adopts and implements safeguards and mitigation measures satisfactory to the Authority in its sole discretion.

ATTACHMENT A

HYPOTHETICAL ORGANIZATIONAL CONFLICTS OF INTEREST SITUATIONS

The following table addresses potential Organizational Conflicts of Interest with respect to Consultants that provide services to the Authority, including Regional Consultants (“RCs”) that provide planning services, environmental services and design services for the Project Sections as well as Consultants that are engaged to provide professional and consulting services relating to administration of a design-build contract. These hypotheticals are presented for the purpose of illustrating the process to be followed in ascertaining whether an Organizational Conflict of Interest exists. In all cases, the hypotheticals are based on the following assumptions:

1. The Consultant that is the subject of the hypothetical does not have any Affiliates that also act or have previously acted as Consultants.
2. The Consultant that is the subject of the hypothetical does not perform any services for the Authority other than those described in the hypothetical.
3. The limits of relevant Project Sections do not overlap.

Hypothetical Situation	Result
1. RC or other Consultant for a Project Section (or Affiliate) wishes to join a design-build team (or participate in a different type of non-consulting contract) for the same Project Section.	<ul style="list-style-type: none">• If the Consultant has performed Procurement Services (including developing technical specifications for the procurement) for the contract in question, the Consultant/Affiliate cannot participate.• If the RFP for the new contract is issued prior to final NEPA/CEQA approval, and if the Consultant has ongoing responsibility for preparation of the NEPA/CEQA document, the Consultant/Affiliate cannot participate.• In situations not involving Procurement Services or preparation of the NEPA/CEQA document, the Consultant/Affiliate may participate in the procurement without Authority approval if (a) the Consultant’s services have been completed, (b) the Consultant’s contract has been terminated or the Authority has stated in writing that no further services will be required of the Consultant and (c) the Authority has stated in writing that the Consultant’s work product will be made available to all of the proposers/bidders.• In all other cases, the Consultant may request Authority approval for the Consultant/Affiliate to participate. Safeguards and mitigation measures may be required.
2. RC or other Consultant for one Project Section (or Affiliate) wishes to join a design-build team for	<p>In general, no approval is required for the Consultant/Affiliate to participate. However:</p> <ul style="list-style-type: none">• If the Consultant has performed Procurement Services (other than review of technical submittals) within the 12-

Hypothetical Situation	Result
another Project Section.	<p>month period prior to issuance of the design-build RFP, the Consultant/Affiliate cannot participate on a design-build team.</p> <ul style="list-style-type: none"> • If Procurement Services by the Consultant were limited to review of technical submittals, the Consultant may request Authority approval for the Consultant/Affiliate to participate on the team. Safeguards and mitigation measures will be required.
3. Subconsultant to an RC or other Consultant (or Affiliate of the subconsultant) wishes to join a design-build team (or participate in a different type of non-consulting contract) .	<ul style="list-style-type: none"> • The same answer applies as for hypothetical 1 and (if it is a design-build procurement) hypothetical 2. If Authority approval is required, the role played by the subconsultant on the Consultant's team will be taken into consideration when determining whether any organizational conflicts exist and the nature of any mitigation required.
4. Consultant (or Affiliate) that previously performed work on a Project Section wishes to join a design-build team for that Project Section, and will not be a major participant on the design-build team.	<ul style="list-style-type: none"> • The same answer applies as for hypothetical 2. If Authority approval is required, the role played by the Consultant for the Authority and the role it would play on the design-build team will be taken into consideration when determining whether any organizational conflicts exist and the nature of any mitigation required.
5. RC or other Consultant (or Affiliate) wishes to join a design-build team for the Trackwork or Core Systems (electrification, signaling etc).	<ul style="list-style-type: none"> • Since Trackwork and Core Systems contracts will apply to all of the Project Sections, the same answer applies as for hypothetical 1.
6. Subconsultant to an RC (or Affiliate of the subconsultant) responsible for preliminary engineering services relating to right-of-way (ROW) for a Project Section wishes to propose on a new Consultant contract for ROW acquisition services for the same Project Section	<ul style="list-style-type: none"> • The subconsultant (or Affiliate) may participate in the ROW procurement without Authority approval if (i) all services to be performed by such subconsultant with respect to the relevant Project Section have been fully completed, (ii) the prime contract has been terminated or the Authority has stated in writing that no further services will be required of the subconsultant under said contracts, and (iii) the Authority has stated in writing that the relevant work product of the subconsultant will be made available to all of the design-build teams. • In all other cases Authority approval must be requested. Safeguards and mitigation measures may be required.

Hypothetical Situation	Result
(including surveying, ROW engineering, ROW environmental clearance, utility clearance, appraisals, etc).	
7. Subconsultant to an RC (or Affiliate of the subconsultant) that was responsible for preliminary engineering services relating to right-of-way (ROW) for a Project Section wishes to propose on a new Consultant contract for ROW acquisition services for a different Project Section.	<ul style="list-style-type: none"> • The subconsultant (or Affiliate) may participate in the ROW procurement without Authority approval.
8. An Affiliate of a Consultant that provided Procurement Services wishes to join a design-build team.	<ul style="list-style-type: none"> • If the Consultant provided Procurement Services for the design-build procurement in question, the Affiliate may not join a team. • If the Consultant provided Procurement Services for a different procurement within the past 12 months, Authority approval is required.
9. A Consultant that performs design or construction management services for a Project Section (or an Affiliate of the Consultant) is asked to team with the design-builder for that Project Section (or Affiliate of the design-builder) for a separate project.	The Consultant/Affiliate must disclose the relationship to the Authority under Rule 475 referenced on page 1 of the Policy. The Authority may require safeguards and mitigation measures to be implemented. The contract between the Authority and the Consultant may include additional requirements.
10. A Consultant or an Affiliate has the opportunity to perform work that includes preparation of design documents in a circumstance where the Consultant is responsible to the Authority for	<ul style="list-style-type: none"> • The Consultant should avoid placing itself in a position of overseeing delivery and quality of work product by itself or an Affiliate. • Immediately upon becoming aware that that a work assignment may place the Consultant in the position of overseeing delivery and quality of its own or an Affiliate's work product, the Consultant/Affiliate must inform the Authority.

Hypothetical Situation	Result
overseeing preparation of the same design documents.	<ul style="list-style-type: none">• The Authority will take measures to avoid the potential resulting conflict, which may include removal of the Consultant or Affiliate from the assignment or assignments giving rise to the conflict.

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